Labour Canada Travail Canada

Employee Assistance Program (EAP)

Report

Canada

Employee Assistance Program (EAP)

Report

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Table of Contents

Page

Introduction 1

Background 2

History of EAPs 3

"Essential" Characteristics 5

EAP Models 6

Employee Assistance Programs in the Federally - Regulated Private Sector 7

Overview 8

EAP Profiles 9

Provincial/Territorial Jurisdictions 23

Overview 24

Alberta 25
British Columbia 31
Manitoba 37
New Brunswick 54
Newfoundland and Labrador 57
North West Territories 69
Nova Scotia 72
Ontario 78
Prince Edward Island 87
Saskatchewan 90
Yukon 99

Analysis 102

Appendix I - Contact persons for the CAALL-OSH EAP Project 104

Appendix II - List of Provincial/Territorial Alcohol and Drug Dependency Commissions and equivalents 107

Introduction

In all jurisdictions, business and labour are increasingly committed to addressing workplace problems arising from substance abuse and other problems by providing Employee Assistance Programs (EAPs) to assist troubled employees in obtaining appropriate help.

EAPs are designed to assist employees and, in many instances, their families with problems that may affect their well-being and their job performance. The EAP may provide counselling such as assessment and referral services as well as prevention, education, and health promotion activities. The primary goal of an EAP is to maintain an employee's health and well being while enhancing productivity by offering a wide range of services, including early intervention and prevention.

Effective programs are generally considered broad enough in scope to respond to a wide range of employee concerns. These problems may fall into several categories: alcohol and/or other drugs, marital, family/child, emotional, medical, AIDS, legal, financial, career/vocational, or organizational. To be effective, each workplace must design its own Employee Assistance Program based on its unique mission, operation and culture.

Background

In May, 1990, the Canadian Association of Administrators of Labour Legislation (CAALL) asked its Occupational Safety and Health Committee (CAALL-OSH) to prepare a report on Employee Assistance Programs in Canadian Jurisdictions. An initial report was presented to CAALL in September, 1990 and approval was given for the project to proceed as planned with the final report to be available by summer, 1991.

The purpose of the project is to highlight successful EAPs, with a special emphasis on small to medium sized enterprises. The goal is to identify strategies, procedures and policies that diverse enterprises have used to establish and maintain effective, innovative EAPs. CAALL hopes to contribute to the growth and improvement of EAPs in Canada by disseminating practical information on how to design and implement effective programs. The programs included are only a small example of the vast array existing and developing across Canada. These are not meant to indicate "state-of-the-art" EAPs.

Contact persons for this project were identified in federal, provincial and territorial jurisdictions. Initially, they provided a list of programs they regarded as "successful" EAPs within their jurisdiction. The examples given originated predominantly in large businesses. These were followed up with the submission of program information. From this information, the following report has been compiled.

Although the EAPs described in this report are reputed to be excellent and/or innovative, their inclusion does not mean that they are superior to other EAPs within the various jurisdictions. There are many others that also enjoy excellent reputations. All provinces have EAP associations which include membership from a variety of organizations and at various levels of development.

History of EAPs

"Employee assistance" is used to describe a unified approach to intervention and assistance for a wide variety of related human problems in the workplace. An understanding of the history of Employee Assistance Programs is essential to realizing their vital role in providing a safe and healthy working environment. It has been demonstrated that among the benefits associated with EAPs are reduced on- and off-site accidents, lower absenteeism, and improved productivity. The physical and mental health of employees is a primary factor in improving efficiency and reducing risks of accidents and injury. The quality of life of employees is thus substantially improved.

EAPs are the result of a century of policy and procedural change in approaches to industrial welfare. In the late nineteenth century, Rowntree of York adopted a Quaker approach to industrial welfare. The first welfare worker was hired in 1891 to look after employee health and deal with behavioral problems. Rowntree recognized good health as instrumental in achieving the company's goals and as a condition of life essential to the dignity of individuals according to the Quaker tradition.

Alcoholics Anonymous (AA) was developed in the late 1930s presenting the first successful recovery program for alcoholics. This led to interventions by workers with their peers and, hence, a kind of peer referral system developed. In the early 1940s, alcoholism was medically recognized and officially acknowledged as a disease. In response, community and national organizations were formed to train therapists and counsellors as well as promote and create treatment programs and facilities. Labour organizations involved themselves by assisting AA members and helping them get others to AA.

"Alcoholism in Industry Programs" (AIPs) were created and promoted by national and/or provincial alcoholism and drug agencies. At about the same time, labour arbitrators began to rule that alcoholics were disabled and hence entitled to treatment. This prevented employers from firing employees with chemical dependencies unless treatment proved unsuccessful. Employers presented with this arbitration pattern and with the model of the alcoholism and drug agencies felt ready to implement AIPs.

It soon became apparent that these programs were too narrow as the focus was crisis intervention rather than prevention and rehabilitation. It was further recognized that people might be reluctant to use a program that required self-identification as an

"alcoholic" or "drug addict". As well, it became obvious that other personal problems may equally impact work performance. Growing concern by labour that the new mandatory referral system was a form of disciplinary action led the Canadian Labour Congress (CLC), in particular, to advocate the removal of the mandatory component. An emphasis on self-referral pathways and voluntary usage of EAPs developed. As well, through the 1970s, the programs evolved a more "broad brush" approach. That is, they extended coverage beyond a focus on alcohol and drug abuse to address other physical and emotional problems that may have an effect on workers.

In the 1980s, public health officials documented other life style elements as major etiological factors in preventable early and middle adulthood chronic diseases and death. As a result, some programs have been drastically broadened to include: fitness training, nutrition education and weight loss, stress control, smoking cessation and others including trauma counselling.

Thus, several trends can be identified in the development of EAPs. The move has been away from a disciplinary procedure toward a voluntary health initiative including preventative components in many cases. There is also increasing realization that there is a paucity of EAPs in smaller businesses (less than 50 employees). As well, the special needs of women and members of ethnic groups in the workforce are just beginning to be addressed.

"Essential" Characteristics

EAPs are multiplying and diversifying. Certain characteristics have been identified as essential to an effective EAP. There is universal acceptance that actual and perceived confidentiality must be a requirement for all EAPs. Other commonly recognized essential characteristics include joint labour-management participation in the design, operation, monitoring and evaluation of the program wherever possible, as well as strong, committed top management and labour support. Further, the necessity of voluntary referral, flexibility of design to fit the organization's particular needs, explicit personnel performance standards, a strong educational and preventative component and secure relationships with community facilities are all characteristics of effective EAPs.

EAP Models

Several different EAP models have emerged and there is growing recognition that each workplace must build their EAP to fit their special structure and circumstances. Models that have emerged are the in-house program, the external contractor program and services that are a mixture of these two types. The internal model allows EAP professionals to work continually within the system to assess, modify and improve the program. However, the perception of confidentiality may suffer. The external service-provider is particularly convenient for the small or medium sized employer without the resources for full EAP staff. However, a uniform service may develop for all workplaces thus giving insufficient attention to the particular needs of each employer organization.

In recent years, another model has emerged. The consortium has proved an effective means of providing EAP services to employees in small businesses where employers lack the resources to provide their own program. There are now several examples of businesses co-operating on a community or industry-wide basis to provide EAP services via small societies, consortia or industry associations. Varying numbers of organizations contract to share services with an EAP provider.

Thus, Employee Assistance Programs have evolved into wide array of types with a variety of structures and goals. Their success is also varied and appears to be dependent on how well the EAP recognizes and adapts to the needs of the particular workplace. In general, however, the programs have potential to show cost-effectiveness in terms of improved production and efficiency; reduced incidence of accidents; reduced incidence of premature death; retention of experienced and valued employees; reduction in employee turnover; and reduction in the costs of training new staff (*Conditions of Work Digest*, 1987, 6:1:1). The ideal is for all workplaces to make available to all employees a program which will help them achieve and maintain an optimum state of health and well-being.

Examples of Employee Assistance Programs in the Federally - Regulated Private Sector

- *Air Canada*
- *CIBC*
- *OC Transpo*
- *Bank of Montreal*
- *British Columbia Trucking Association*
- *St. Lawrence Seaway Authority (Cornwall and Iroquois)*

Federal Jurisdiction EAPs

Overview

This small sample was selected to illustrate a variety of EAP models. The marked differences in these programs underlines the observation frequently made that each institution needs to design and develop a program which "fits" into the culture of that enterprise. Thus, every EAP is different and these examples cannot hope to represent all types. While it may not be possible to identify "best practices", it is possible to identify commonalities between programs. These include such features as the need for confidentiality and separation from the disciplinary process. Many small companies, especially family owned and run, provide employee assistance informally on an ad hoc basis.

Most workers in the federal jurisdiction are employed by large enterprises of which a majority have EAPs. Companies participating in the two consortia listed were the *only* small to medium-sized companies identified with EAPs. A Table of EAP Profiles follows the program descriptions and provides base data from the selected EAPs on most of the elements found in contemporary EAPs.

Air Canada

Like many other employers, Air Canada began the process leading to the development of EAPs by referring employees for help with alcoholism on an ad hoc basis. By 1965, this ad hoc pattern was formalized with co-ordinated referral services explicitly assigned to a Rehabilitation Specialist in the personnel department. A network of AA members was nurtured who had been counselling colleagues in need of referral for treatment of chemical dependencies, usually alcoholism.

In the early 1970's the corporation added alcoholism to the list of diseases recognized for rehabilitation. This action was formally articulated in the corporate policy.

In 1975 this arrangement was formally recognized in agreements with the bargaining units. The service was also expanded into a broad-brush, comprehensive EAP with significant expansion of the corps of peer referral agents. In addition, the role and training of the peer referral agents was expanded to enable them to assist colleagues seeking help with legal, marital and parental problems.

The program was formally upgraded again in 1980 and is currently under review. Each bargaining agent is jointly developing particular services identified by the workers represented in the bargaining unit. For example, aviation mechanics have different priorities than flight crews or reservation agents. All bargaining units are continuing with the core broad-brush, peer referral agent model. The company plans to keep a full time professional co-ordinator within the health services program. EAP co-ordinators within the bargaining units will continue to receive 90 hours formal training when they first assume the co-ordination duties plus frequent in-service EAP training subsequently. All referral agents receive training modelled on the course approved by the Canadian Labour Congress for union peer referral agents.

The present EAP already has a very distinctive element with one bargaining unit. The Canadian Airline Pilots Association (CALPA) has negotiated a tri-partite assessment protocol for pilots known or suspected of having chemical dependencies in conformity with the requirements of licensing authorities and Civil Aviation Medicine. There is an assessment committee comprised of a supervisor from operations, a physician from occupational health and a trained referral agent from CALPA. Referral for treatment occurs if there is *unanimity* as to need. After initial treatment the employee participates in a follow-up rehabilitation program for two years. Both CALPA and company management view this chemical dependency program as exceptionally effective.

The Canadian Union of Public Employees (CUPE) local representing flight attendants is currently negotiating a program similar to CALPA's. The impetus for modelling on the pilots program flows from some serious alcohol-related illnesses and the alcohol-related death of a member who had not been referred for treatment.

Formal crisis intervention (post trauma debriefing) is currently being developed. It is expected that this will be automatic for all those involved in crashes, hostage-taking, or other violent, "critical" events. Until now the company has provided crisis intervention services through case-by-case arrangements. Because air crews may require this help virtually anywhere on the globe, arranging the service is very complex.

Because this is an in-house, peer referral agent model, precise measures of program costs are difficult to achieve. Administration, training, program promotion, and some of the peer-referral wage package is estimated to cost $14.00 per capita.

The cost of chemical dependency treatment and full disability benefits for the employee while in treatment are covered in the company's disability insurance contract.

Union and pilots association officials report a high level of satisfaction with this EAP.

Canadian Imperial Bank of Commerce (CIBC)

The CIBC group of companies launched its EAP, the Employee Support Line (ESL), on November 1, 1989. The program serves forty-five thousand CIBC employees and their families in Canada. On November 1, 1990, the program was extended to all CIBC employees and their families in the United States.

Previous to this, employees with substance abuse problems had been helped on an individual basis by human resources personnel or health centre nurses. Some of these employees had lobbied for the creation of a formalized, national program. Questions regarding the bank's initiatives in dealing with drug and alcohol problems from several members of the Board of Directors helped clear the way for the program's establishment.

In 1988 an EAP specialist was hired to manage the implementation of the program.

An employee advisory committee gathered from various divisions within the bank interviewed a number of external EAP providers.

The chosen firm supplies assessment, telephone information and counselling, short term counselling (6 session average but not limit) and case management services. The service is broad-brush offering help with child/elder/disabled care, eating disorders, domestic violence, legal problems, as well as the usual range of issues covered by most EAPs.

The services provided are client responsive to a high degree. If the situation warrants, employees can receive help in their homes or be provided with travel expenses if they are in remote areas.

One unique feature of the ESL is the Trauma Care Program. Internal resource people were trained as Trauma Care Advisers to make the program more "user friendly" to distressed employees and link them with the professional counsellors who do the on-site debriefings. The program covers not only the aftermath of robberies but also suicides and defalcations. This model has resulted in a very high usage rate.

To introduce the program CIBC produced a video, employee brochures and a manager's guide. The brochure contained two wallet cards, two telephone stickers and a fridge magnet, all with the program's logo and 24 hour telephone number.

Introductory sessions conducted by the EAP specialist and a local representative of the service provider took place in all regions across the country.

Quarterly reports throughout the first year indicate that the utilization rate is about 6%. CIBC will not be auditing this program because of its wish to preserve the confidentiality of each individual user.

Ottawa Carleton Transportation Commission

Ottawa Carleton Transportation Commission (OC Transpo) serves the Ottawa and Hull metropolitan area. As it provides interprovincial service it is the only municipal bus system under federal jurisdiction. Presently, there are 2500 employees represented by two unions.

From 1980 to 1990 employees had access to an internal EAP, initially via the personnel department and later through the occupational health department. The occupational health nurses provided referrals to various community agencies. At the outset, utilization of the EAP was very low and management recognized that personal, health and social problems were impacting negatively on employees resulting in job performance difficulties.

In late 1985 the union-management EAP subcommittee invited an EAP consultant from the Addiction Research Foundation (ARF) to assist them in determining how to upgrade the EAP to meet the identified needs of all OC Transpo employees.

The outcome of these consultations was a decision to conduct a thorough, comprehensive, worksite/workforce analysis. The ARF designed the survey instrument and completed a computer analysis of responses by spring of 1987. With much help from the EAP Subcommittee and employee volunteers who distributed and collected the questionnaires, a 92% response rate was achieved.

Funding for the worksite/workforce study was jointly provided by the employer and Health and Welfare Canada through the Corporate Wellness Program.

The following spring (1988) the report was tendered by the EAP Subcommittee to the employer. Only 31% of respondents indicated they had "a great knowledge of" the EAP and 7% indicated past usage. Fifty-eight percent of these users reported that the help was useful, 35% acknowledged some benefit and 19% reported no benefit from using the EAP. This utilization of the EAP had occurred more than a year before the study. No employees reported using the EAP within the study year, although 12% of respondents reported seeking help for non-medical problems during the same period. Fear of breaches of confidentiality and fear for job security were the barriers cited for avoiding the EAP.

The proportion of OC Transpo employees who reported they were overweight and/or smokers are much higher than the Canadian averages. Problems with sleeping were reported by 43% of respondents "sometimes" and "always" by 18%. "Stress control management" help at work was an identified need of 40.1% of respondents; 5% would like help in moderating alcohol consumption and another 5% indicated they will get professional help with alcohol consumption.

OC Transpo is reviewing organizational problems identified in the survey.

Many improvements in the EAP have already been implemented. A full-time professional social worker has been appointed and EAP promotional activities are underway. Union officials have expressed enthusiasm for the improvements including the process of union involvement.

OC Transpo is also exploring ways and means to provide some of the health promotion activities identified in the survey. For example, several employees are receiving off-site training in methodology of teaching aerobic exercises. When trained, they will be available to teach exercise classes for fellow employees. Programs in weight control, smoking cessation, and other programs are planned for the near future.

The broad-brush assessment and referral service has been relocated to a more appropriate site. Crisis intervention (post trauma counselling) service for all employees involved in or witnessing a work-related accident or violence is under development.

Bank of Montreal

The Bank of Montreal EAP started evolving 20 years ago through the field placement of supervised industrial social work students in a few worksites in Montreal. The bank had agreed to accept student placements from the McGill School of Social Work. These student placements were very successful,- both from the school's and the bank's perspectives. By the mid-70's, the bank increased the service by appointing one of the social work faculty on a part time basis to expand the assessment counselling and referral services which had been provided by the students. Although the counsellor was providing a broad-brush, comprehensive service, her "catchment area" was limited to the bank's Montreal area employees.

Soon after joining the bank, the counseller commenced pioneer work in crisis intervention for bank employees involved in armed bank robberies. Her publications in professional journals on this element of her work are still regarded by experts as seminal in crisis intervention theory and practice.

Front line and middle managers of the bank's Montreal branches soon recognized the importance of the new service. Colleagues through other branches began to learn of it as well. Discussions concerning possible expansion throughout the bank led to increasing the counsellor's appointment to full-time. During the early 1980's she began developing a corporate wide EAP but left the Bank of Montreal in 1984 before the process was completed. The incumbent EAP director was hired in 1984 to continue the provision of EAP services and to complete the development of a corporate wide EAP. In October, 1986 the present program was formally inaugurated.

From the outset the employee assistance service was an in-house and on-site service, separate from the personnel and health services. Endorsements from front line, and middle management as well as non-managerial employees ensured the expansion of the original service. Thus, when senior bank management decided to provide the EAP nationally, the original service was expanded and used as the foundation. Since 1988, the bank's EAP staff has included 7 counsellors (social workers and psychologists), as well as a manager and support staff.

The program emphasizes that staff EAP counsellors must be sensitive to the different needs and illness patterns of men and women. Unique, direct access (via touch telephone) daycare space listing is being added to the service. Referral service

for eldercare has been available since 1988. Currently a pilot of the eldercare service is being conducted in Toronto. If successful, the service is expected to expand across Canada begining in the fall of 1991.

The crisis intervention service (post trauma counselling) has been expanded. Bank employees are now using this service following defalcations, customer threats, murders as well as robberies.

The bank has verified a utilization rate of 5%. The assessment and referral service costs $30.00 per capita. Beyond monitoring utilization rate the bank will not attempt formal evaluation. Evaluation procedures, especially clinical evaluations might compromise the employee's perception of confidentiality.

The bank is of the opinion that the EAP is well accepted by employees at all levels of the Bank, but particularly senior managers and executives, who proportionately are the heaviest users of the service.

British Columbia Trucking Association

In the late 1970's and early 1980's several members of the B.C. Trucking Association (BCTA) successfully implemented an "Alcoholism in Industry Program". Consequently, BCTA was a strong proponent of the B.C. Workers' Compensation Board's *Task Force on Drug and Alcohol Abuse in the Workplace*. The Task Force found EAPs so effective that it recommended the formation of Community Assistance Programs. The BCTA has subsequently "fine-tuned" this recommendation and is creating an industry-wide consortium, based on a medical EAP model.

"In the Association's view the beneficial consequences of an industry EAP include:

- The humanity of helping troubled employees overcome severe personal problems;
- The profitability of reducing Workers Compensation Board (WCB) assessments, insurance premiums, and health and welfare premiums;
- The profitability of increasing productivity and improving the labour relations climate;
- Recognizing the fact that employees in our industry may move from employer to employer but stay in the same industry."

As a first step the BCTA conducted a drug use survey of its employees. Funding for the survey was provided by the BC Ministry of Labour, Alcohol and Drug Programs. The survey results showed a need for an industry-wide EAP.

In setting up the medical EAP, the Association utilizes physicians certified to treat chemical dependencies. It is intended that the program will be "broad-brush", off-site and run by the consortium. It appears unique in two respects:

- the assessment and referral component would include appropriately trained physicians, as required.

- the use of physicians, under certain circumstances, enables a partial subsidization of the assessment component through provincial medical plans leading to a method of funding that should allow employers and employees of smaller, non-union firms to make use of the service.

The Association is presently seeking funding to assist in developing top quality training and promotional materials and to set up a pilot project with a few companies. It plans to inaugurate the service as soon as feasible. A pilot test of the program may be started shortly.

BCTA officials are very optimistic that this will be an exemplary EAP.

St. Lawrence Seaway Authority

Cornwall and Iroquois

St. Lawrence Seaway Authority (Cornwall and Iroquois) with 150 employees is a founding member of the *EAP Employers Council of Cornwall.* The Council, founded in 1979, is comprised of 13 enterprises in the Cornwall area which together have 5600 employees. The present Council evolved out of an ad hoc group of Cornwall employers which coalesced in the mid 1970s through employer meetings and conferences sponsored by the Eastern Ontario Addiction Research Foundation (ARF). A number of these employers had already received assistance from the ARF consultant in obtaining help for employees with chemical dependencies - usually alcoholism. Subsequently several of the employers, realizing that the narrow focus of their "Alcoholism in Industry" programs was severely limiting their success, began discussions on methods of providing comprehensive assessment and referral services. The consortium model was chosen as most feasible. After consultations with an existing consortium in London, Ontario, the Council decided to form their own Cornwall consortium. They contracted with the Cornwall General Hospital for assessment, referral and counselling services from the hospital's social work department.

The program is "broad-brush" and covers all types of legal and social problems. The founding members agreed on the following objectives:

- to have an active member in each worksite. Each employer would develop the policy governing its EAP;
- to ensure the continuation of an assessment referral service in the community, and counselling for individuals who recognize their need for assistance;
- to provide continuing education for member employers on such matters as:
  - effects of alcohol and other drug abuse on the individual, the family, and the workplace;
  - principles of employee assistance programming;

The costs for the one and a half (1½) person years of social worker services are equally shared by the hospital and the Seaway. In 1990/1991 the per capita costs for each employer's share was $11.70.

Officials at the Seaway Authority headquarters report a high level of satisfaction with the Consortium. The bargaining unit participates in the EAP committee and enthusiastically endorses the program. Both managers and unions report important benefits from the consortium meetings and workshops.

Seaway employees in St. Catherine's and Quebec do not, however, have access to the consortium service. Alternate services via contracts with private EAP firms are available for these employees. Because the cost of these services is two to three times the cost of the Consortium service, senior managers have indicated they would prefer to have parallel consortia in St. Catherine's and Montreal.

The Cornwall Consortium has been so successful several neighbouring companies have indicated a desire to join. However, the present membership voted to cap the membership at what, for them, is the present ideal size.

A consultant from the Addiction Research Foundation is assisting four companies which sought consortium membership to obtain assessment and referral services from the Cornwall Family Counselling Centre, a non-profit community, social service agency. To date, these companies have not formed a consortium to purchase these services. There is communication among them that may evolve into a consortium in the future but presently the companies have individual contracts.

Table of EAPs in the Federally - Regulated Private Sector

1 of 2

	Air Canada	CIBC	OC Transpo	Bank of Montreal	B.C. Trucking Ass.	St. Lawrence Seaway Authority Cornwall/Iroquois
Number of Employees	23,000	45,000	2,500	33,000	20,000	150
Number of Bargaining Agents	5	5	2	2	3	1
Number of Worksites	29	1,800	6	1,200	400	2
EAP Characteristics - length of time EAP provided	10 years	1 year	6 months	4 years		11 years
- in-house off-site			X	X	X	
- in-house on-site	•			X		
- contracted out off-site resources	X	X				
- contracted out on-site						
- consortium					X	X
- labour/mgt committee	X		X			X
- peer referral agents	X				X	

• *referral agents/coordinators*

Table of EAPs in the Federally - Regulated Private Sector

2 of 2

	Air Canada	CIBC	OC Transpo	Bank of Montreal	B.C. Trucking Ass.	St. Lawrence Seaway Authority Cornwall/Iroquois
EAP Services - broad-brush	X	X	X	X	X	X
- employees only served						
- employees and family served	X	X	X	X	X	X
- assessment and referral only	X					
- assessment, referral and short term counselling		X	X	X	X	X
- crisis intervention		X	X	X		X
Health Promotion - major health promotion services and education			X			
- health promotion services and education			X			
Utilization Rate	3.5%	6%	unknown	5%	unknown	5%
Cost per capita (est)	$14.00	$30.00	unknown	30%	unknown	$11.00
Evaluation	No	no	no	no	no	no

Employee Assistance Programs in the Provincial/Territorial Jurisdictions

Provincial/Territorial Jurisdiction EAPs

Overview

All participating provinces* and the two territories have provided information on selected EAPs in their respective jurisdictions. The detail varies and what follows is a compilation of the reports provided. Where available, a Table of EAP Profiles follows the information from each jurisdiction.

Formal EAPs are rare among small businesses due to a lack of resources for the provision of services, promotional materials, and administration. However, many small businesses are engaged in assisting employees in an informal way through human resources or management. They make use of community-based counselling, education and supervisory training services that are available free of charge. They tend not to extend these informal projects beyond their employees.

Variations in the style and form of presentation are a reflection of the ways in which the jurisdictions chose to collect and analyse the required information. These examples are in no way an indication of the extent of EAP services available in each province.

Provincial EAP associations are an essential resource for information about existing programs. These organizations played a major role in the growth and promotion of EAPs in Canada. Now, their role has shifted away from promotion in the larger centres but they are increasingly involved in direct service delivery in remote areas. See Appendix II for a listing of these associations.

Quebec did not participate in this project. (Cabinet Directive)

Alberta

- *MacMillan Bathurst*
- *Gulf Canada Resources Ltd.*
- *NOVA Corporation of Alberta*
- *Petro Canada Inc.*
- *Edmonton Public Schools*

MacMillan Bathurst

External Provider: *Stephen Edwards and Associates*
282-7324

The local MacMillan Bathurst plant employs approximately 120 people. They are part of a much larger organization that produces cardboard containers in some 200 plants worldwide. Their EAP is located in some individual plants only and could thus be considered as a small business project.

MacMillan Bathurst employees are organized by the Canadian Paper Workers. The EAP is an externally provided, "broad brush" program open to both employees and family members. It offers assessment and referral on a range of issues. The Calgary plant's EAP has been well used since its inception over five years ago. The program is promoted verbally at general meetings and through the use of graphic posters depicting various negative consequences of alcohol abuse or other problems. Specific plant and salaried employees are designated as on-site contacts. They provide information regarding the EAP to other employees.

Contact: *Ross McGowan*
1115 - 34 Avenue S.E.
Calgary, Alberta
T2G 1V5
(403) 243-3231

Gulf Canada Resources Ltd.

Gulf Canada has its head office in Calgary and a variety of field operations such as oil production, gas plants and compressor stations throughout Alberta and Saskatchewan. They employ approximately 1200 employees. Some of these employees are represented by four independent locals of oil and gas unions.

Housed within Gulf's medical unit, the EAP is able to offer a multi-disciplined broadbrush approach, which includes counselling and referrals on a variety of issues. These services are provided in-house for employees and their immediate families. As well the service is extended to service contractors as it relates to assessment, remedial counselling and referral. With the exception of service contractors, the major portion of external counselling costs incurred are paid for those having supplementary health benefits. The program since its inception has been serving approximately 8-10% of its employee population on an annual basis. The program is considered by all levels of staff as an integral part of the organization's corporate services.

EAP staff provide employees with information on a wide variety of topics. As well educational seminars are conducted for employees and management.

Contact: *Bob Cruikshank (403) 233-3719.*

NOVA Corporation of Alberta

NOVA Corporation of Alberta has its head office in Calgary with field offices and plants in other parts of Alberta as well as in Ontario, Quebec, parts of the United States and in several other countries. They have approximately 10,000 employees worldwide. Forty-four hundred employees reside in Alberta. Only one area of workers is organized. They belong to the Energy and Chemical Workers (ECW) Union.

The Employee Assistance programs vary somewhat in program structure, format, coverage, etc., amongst its company locations.

In Alberta, NOVA Corporation has an Employee Health Assistance Program (EHAP). This comprises an in-house service coordinated through the Health Centres in Calgary and Edmonton. The primary focus of the policy is alcohol and drug abuse and work related stress. Other issues are dealt with as the need arises. The main target of the policy is NOVA employees, with some services extended to family members.

The employee health policy was developed approximately three years ago. No figures are available regarding the number of clients serviced. Some promotional and informational materials are available to employees from the health centres.

Contact: *Sandra Cameron Evans (403) 290-6426*
Faye Sparkes (403) 290-6003

Petro Canada Inc.

Petro Canada Inc. has its head office in Calgary with a vast variety of operations throughout Canada. The corporation itself employs approximately 6,400 people. Another 4,000 people are employed by subsidiary companies. Staff employed in the refining operations are unionized while the remaining staff are not.

Petro Canada's EAP is a "broad-brush" program fully integrated with Occupational Health and Safety. The program gives priority to chemical dependency issues, especially as these relate to workplace safety. However, employees and their immediate dependents may utilize the EAP for other concerns as well. The EAP is in-house, with extensive use of external resources and consultants. Services provided include internal education on health and safety; assessment and referral; and short-term internal counselling. All employees and their immediate dependents have the right to access a designated external resource. The EAP is developed and managed by the Manager of EAP. In unionized locations, informal links with the unions are fostered to encourage utilization of the program.

Petro Canada's EAP began in 1984. Generally speaking, the EAP is accessed by six to seven percent of the population base yearly. There is high level support for the program.

The EAP is actively promoted to employees through their newsletters, in pay packets, by direct mail, posters, workshops and new employee orientations.

Contact: *Jim Pender (403) 296-8000*
Russ Kelly,
Manager EAP (403) 296-6612

Edmonton Public Schools

The Employee Assistance Program consists of the following:

- The provision of assessment, referral and counselling services to staff experiencing personal or job related difficulties.
- The provision of pension, financial, retirement and career counselling services.
- Benefit administration including Workers' Compensation and Long Term Disability Insurance programs.
- The provision of rehabilitative counselling and employment services for sick or injured staff.
- Administration and promotion of a wellness program at the individual and corporate level.

The Employee Assistance Program services are provided through a combination of both in-house and contracted out mechanisms. In-house Employee Assistance services are available to all staff and their spouses. Counselling services for dependents is available through the benefit package and is provided by external agents. The Employee Assistance Program is developed and managed by Edmonton Public Schools. It has been in existence since 1981 and presently serves over seven thousand (7,000) staff members.

British Columbia

- *Campbell River Assessment and Referral Service (ARS) Society*
- *Nanaimo EAP Consortium*

Campbell River Assessment and Referral Service (ARS) Society

Founded in 1987, the major rationale behind the society is that community mobilization is required to effectively address problems.

Member organizations range in size from 12 to 1600 employees. In order to qualify for membership, employers must have their own employee and family assistance program in place. Member employers pay $40 per employee per year to fund the operation.

The ARS society serves both hourly and salaried employees. Bargaining agents covered under the plan include Hospital (4), Municipality of Campbell River (3), School District (2), Forest workers, Westmin mine, Fletcher Challenge, hotel workers and hospital staff.

The ARS society considers family assistance to be of increasing importance in ensuring program effectiveness. Therefore, in addition to eligible employees, family members (estimated at 13,775), retired persons and disabled employees are free to access the services at any time. In fact, 50% of total current client intake is comprised of employees' families. Retired persons comprise a growing client group in recent years.

Utilization rates tend to be approximately 9% employee based. The Society's level of success and acceptance is evidenced by their constant expansion. Three new employers have joined since July of 1990.

A client satisfaction questionnaire is used for evaluation purposes. A statistical evaluation of program utilization rates is under development.

In addition to Campbell River, ARS Societies operate in twelve British Columbia communities. Outside the province, the ARS society is linked with two others in Manitoba, one in Ontario, and one in Saskatchewan (Saskatoon). All ARS societies use the same logo and have the same structure, and all are independent community-run services. Across Canada, 20 full time counsellors are employed. British Columbia ARS Society counsellors have recently formed an association. The ARS societies have established 16 key criteria for an effective EAP, and have produced a one page guideline for prospective members.

A five year education program for homes and worksites is being developed under contract. The program will attempt to tailor educational materials to address the concerns of specific worksites and communities.

Nanaimo EAP Consortium

Of the 8.4% of employees who use the Consortium's services, approximately 45% of cases are related to substance abuse.

The consortium is in the process of planning implementation of a peer counselling mechanism.

Program evaluations are conducted to test user satisfaction. Each client receives a follow up anonymous evaluation form, which is returned and reviewed by consortium staff. In addition, usage rate statistics are reported monthly and compiled annually. A survey of employee satisfaction with the services provided is in the planning stages.

Table of EAPs Profiles
British Columbia

1 of 2

	Campbell River Assessment and Referral Service Society	Nanaimo Employee Assistance Program Consortium
Contact Person	Gordon Carter 287-2266	Pat Patton 754-3331
Number of Employees	4,750	4,251
Number of Bargaining Agents	13	23
Number of Worksites	27 - 30	not known - serves 11 employers and probably over 100 worksites
EAP Characteristics - length of time EAP provided	since October 1987	since 1979
- in-house, off-site	X	
- in-house, on-site		
- contracted out off-site		X
- contracted out on-site		
- consortium	X	X
- labour-management committee	X	X
- peer referral agents	X	

Table of EAPs Profiles
British Columbia

2 of 2

	Campbell River Assessment and Referral Service Society	Nanaimo Employee Assistance Program Consortium
EAP Service - broad-brush	X	X
- employees only served		
- employees and family served	X	X
- assessment and referral only	X	X
- assessment, referral and short term counselling	X	X
- crisis intervention	X	X
Health Promotion - major health promotion services and education		
- health promotion education only	X	X
Utilization rate	9%	8%
Cost per capital (est)	40$/year	25$/year
Evaluation	yes	yes

Manitoba

- *Manitoba Hydro*
- *Province of Manitoba*
- *City of Winnipeg*
- *Tele-Cope - The Employee Assistance Program for the Manitoba Telephone System*
- *Motor Coach Industries*
- *Flin Flon and District Assessment and Referral Service*

Manitoba Hydro

Manitoba Hydro is a crown corporation managing the hydro electric power of the province. The company employs approximately 4,100 people, has 4 unions and 200 worksites including construction sites.

The EAP was formed in 1974, initially as a drug and alcohol program. It has since evolved to a broad-brush EAP. The program is designed to provide assistance to employees and family members with personal problems of all sorts.

The program was developed jointly by labour and management out of the recognition that people are a valuable resource, and may, at some point in their life, experience difficulties. The program is designed to help employees and family members resolve difficulties affecting their personal lives and/or job performance.

The EAP offers a confidential, professional counselling service. It is available to all Manitoba Hydro employees and their families. While it is an in-house program, it is located
off-site and services are available in both urban and rural locations. It was jointly developed and is administered and supported by the company and four participating unions (AMHSEE, IBEW, CUPE, MHPEA).

Services involve a range of problem areas (marital relationships, family issues, parent-child issues, stress, grief, sexual dysfunction, violence, finances, difficulties with co-workers, and problems associated with the use of alcohol and other drugs). The majority of referrals to the program come directly from a family member or the employee. In some instances a supervisor may recommend the program but all involvement is voluntary. Moreover, the service is completely confidential. Note that the services offered are in a transition stage as the EAP, with a change of personnel and focus, is moving to more of an in-house delivery system.

Impaired Driving Workshops have been made available for all interested staff to update them on new laws recently introduced into Manitoba. Also, Stress Management Workshops are made available in Winnipeg, Brandon and Gillam, as well as in other areas in the province upon request.

Effective December, 1990, a group therapy approach has been instituted by Manitoba Hydro, whereby the EAP Coordinator and a co-therapist work with eight Hydro employees and/or their family members in a group over a twelve week period,

in an effort to address long-term personal issues. The plan, at present, is to offer three group sessions per year.

Group sessions are also provided on a variety of topics including the nature of the EAP, stress management, and alcohol and drugs.

There are two staff members. There is no charge to the employee and/or the family.

Since inception of the program in 1974, 1162 employees have utilized the counselling services provided by the EAP. In 1989, 228 cases were dealt with. (Source: Annual Report.)

Manitoba Hydro

Standards and Confidentiality

1. The Employee Assistance Program (EAP) was established and continues to operate with the cooperation and support of all bargaining groups.

2. The EAP is designed to provide assistance to employees and family members with personal problems of all sorts.

3. Self referrals are encouraged, as are referrals by family members, or the employees union.

4. Supervisors have the responsibility of referring an employee into the EAP whenever the employee experiences work performance problems in which the supervisor is unable to identify and address the causes in the workplace.

5. As much as possible, consultation, assessment, counselling and/or referral services will normally be provided during regular working hours. It is the responsibility of the employee for arranging time off with their supervisor to attend counselling sessions. However, counselling can also be arranged for evenings, days off or weekends.

6. The Corporation's primary concern is to assist employees in helping themselves to protect their job, health, safety and family.

7. The primary responsibility of the EAP counsellors is the well-being of the client.

8. The EAP was not designed as an "Escape" from any disciplinary procedure that may be imposed by management. Employees will not be given any special consideration just because they are involved in the EAP.

9. The counsellors will maintain strict confidentiality of verbal and written information gathered in their professional capacity unless a release of information form is signed by the employee.

10 A release of information form must be signed by all employees referred by their supervisor. Self referral employees will have an option of signing the release or not.

11 The release of information form when signed by the employee will authorize the EAP counsellor to discuss pertinent information in regard to the counselling they are receiving with their supervisor or manager. The release does not authorize the EAP counsellors to discuss confidential information covered by Provincial or Federal law.

Province of Manitoba

The Manitoba Government employs approximately 17,000 employees; has one union, Manitoba Government Employees Association, and multiple worksites. Its product is public administration.

The purpose of the EAP is "to assess the nature of the problem(s) presented by the employee and either provide counselling required to resolve the problem or, in the event special services are required, make an appropriate referral to a community resource".

The Manitoba Government EAP is "directed and cost shared by a joint committee represented by both management (i.e. the government) and labour (i.e. the Manitoba Government Employees' Association)". The Steering Committee is comprised of four individuals representing the union and four from management.

The EAP is funded through a trust fund established and agreed by the Province and the union. The five year arrangement for this thrust fund expires in March 1992 and is currently being renegotiated.

The EAP recognizes "that unresolved problems are costly: to individual health, to family harmony, to employee morale and job performance". Moreover, a "primary consideration of the program is the belief that early detection of (...) problems and a positive intervention process by an EAP helper deter high costs associated with absenteeism, illness and poor morale of employees".

The EAP started in 1976 with a mandatory drug and alcohol focus. In the early 1980s (1982, 1983, 1984) the union sought and obtained greater involvement.

The program provides a "comprehensive range of counselling services" to assist government employees and their immediate family members "who are experiencing problems which impact negatively on their work or home life".

Employees "utilize the program on a voluntary basis". Confidentiality is assured. (The program initially had a mandatory component but this was discontinued.)

All employees of the Province of Manitoba and their immediate family members, plus 4000 additional members of the union who are not employees of the government (e.g. MPIC, Museum of Man and Nature, Liquor Control Board) comprise the target population for the program.

Typical areas of intervention are: job stress, marital/relationship conflict, parent/child conflict, emotional/psychological concerns (e.g. depression, grief, suicide, etc.), financial and legal concerns and problems associated with the use of alcohol, illegal drugs and prescription medication.

Services provided by the EAP include:

1 Assessment - preparatory to identifying the source of assistance.

2 Counselling - with a view to resolving problems impacting the employee's workplace performance.

3 Consultation - to assist a third party deal with the employee, either to encourage referral or to be helpful.

4 Advocacy - for the employee on request.

*5 Response to Workplace Conflict - mediation in instances of workplace conflict.

*6 Intervention in Critical Incidents - debriefing and follow-up of employees traumatized by unusual incidents (e.g. assaults, suicide, serious accidents) causing significant distress in the workplace.

*7 Sexual Harassment Information Line - information, support and counselling upon request.

Access to service is enhanced with a private, off-site office in Winnipeg, and a rural program in which representatives of the EAP travel to other regions of the province.

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* *Some of these services were reported to be unique to EAP's; the innovations are marked with an asterisk (*).*

The program has six staff members, four of whom are counsellors. The counsellors have both professional training (MSW, RN) and areas of related expertise (sexual abuse, incestuous families, alcohol counselling and mental health expertise).

Service standards are enhanced by a system of evaluation in which the services and service providers are reviewed on an ongoing basis and a focus on staff skill development and training.

Visibility for the services of the EAP (and hence recruitment of users) occurs through articles in the union and departmental bulletins, by pamphlets, and information sessions provided by the EAP.

The EAP has realized a 370% increase in 1989/90 over the preceding year in the number of employee and family member contacts:

Employee Contacts: in 1988/89 there were 686; in 1989/90 there were 2,536.

The activity for 1989/90 was as follows:

Case Activity: open cases at start of year	**172**
total new openings	303
total reopenings	42
Total Cases:	**517**
Additional Case-Related Contacts: family members counselled	**192**
single contacts	245
employee consultations	202
Total Contacts:	**639**
Employee Contacts Through Special Programs: information sessions	**1,035**
critical incidents	330
work conflict mediation	15
Workplace Contacts:	**1,380**
Total EAP Contacts:	**2,536**

Role and Mission Statement

October 1988

The Employee Assistance Program is responsible for the provision of a comprehensive range of counselling services to assist government employees and their immediate family members. Services are provided to clients voluntarily seeking help with individual, marital and family problems as well as health, legal and financial issues impacting upon their personal and work lives. Program delivery is founded on the basic premise that early intervention to these employee concerns leads to significant benefits to both employer and employee.

The program focuses on the delivery of a confidential set of services and the promotion of employee awareness through various mass media as well as through department and union representatives. Success in the attainment of its mission is indicated by the increased productivity and quality of life of its clients and the awareness, acceptance and support of the program by management and union groups. Effectiveness in certain key areas is considered critical to this success. These areas include assessment, counselling, consultation, mediation, advocacy and public relations.

In delivering its services the program draws upon dedicated assessment and counselling expertise, well developed relationships with specialized community based resources, its access to the human resource policy makers of the government and the active co-operation of the Manitoba Government Employees Association. Joint union-management program ownership is maintained in order to ensure the employee confidence required for long term success.

City of Winnipeg

The City of Winnipeg provides municipal public administration, with a workforce of approximately 11,000 to 12,000, eight bargaining units, and multiple worksites.

This City of Winnipeg EAP started in 1983, and was consolidated with staff counselling in 1987. With the consolidation they are able to provide more direct service and share referrals.

The EAP has been "created to advise and support City of Winnipeg employees and their families who are having difficulty coping with personal problems. The objective is to assist employees in solving their problems before their condition renders them unemployable".

The EAP is operated as an off-site program within the Occupational Safety and Health Branch, itself a branch of the Personnel Department. The coordinator of the EAP reports to the Manager of Occupational Safety and Health. There is no steering committee, but some consultations are undertaken on an ad hoc basis. It is thus a staff-run program.

The EAP was originally a mandatory drug and alcohol program. Now it is a broad-brush, voluntary program in which users are assured of confidentiality and of the independence of the program from the disciplinary process. However, the EAP does cooperate with the Occupational Health and Safety Division in providing services to their mandatory clients. It is proving difficult to disassociate the current voluntary thrust of the program from its mandatory roots.

The target population is both the employees and their families, and the workplace. The emphasis is on short-term counselling, with referrals for long-term or complex situations.

There are two staff members: a clinical psychologist and a coordinator, usually a social worker with a masters degree. The manager of the Safety and Occupational Health Branch, a clinical psychologist, may also act as a consultant.

The EAP functions as a resource to occupational safety. Program evaluation is ongoing. Utilization rates are unavailable.

Tele-Cope
The Employee Assistance Program for the Manitoba Telephone System

The Manitoba Telephone System (MTS) is a provincial crown corporation with a mandate to provide communications services within the province. There are approximately 5,000 employees, up to 500 worksites, and three bargaining units.

In May, 1978, Tele-Cope was established as part of a three year experimental project, funded by Health and Welfare Canada, involving the placement of Social Work practitioners at three Manitoba worksites, one of which was MTS. The three year experimental project, ending March 31, 1981, provided a solid data base to continue the program as an integral part of the services MTS offers its employees.

The EAP was established to assist people with their daily living concerns. It has both a prevention and rehabilitation focus.

Tele-Cope is an in-house but off-site program targeting all employees and their families. Services are available in Winnipeg and throughout the province. Overseeing of the program is undertaken by an advisory committee comprised of both union and management members.

Tele-Cope offers the services of three social work professionals to provide a counselling, information and referral service. This includes 24 hours a day crisis service, a short-term counselling service and when necessary, longer-term services to employees who are unable to utilize community resources. In addition to the clinical counselling, group educational programs have been attended by approximately 10% of the total employee population. These workshops have dealt with such topics as: family communications, personal budgeting, wills and estates, alcohol and drug awareness, day-care needs, among others. It is, thus, a broad-brush program, and did not originate from a focus on substance abuse.

Tele-Cope is strictly a voluntary service. Any mandatory referral related to employee health and job performance would be conducted through the Occupational Health Department for assessment and referral. Users are assured of confidentiality (no feedback about the fact of use or of what is shared).

The program manager highlighted two aspects of Tele-Cope as unique:

- the strictly voluntary nature of the counselling service; and,
- the preventive focus.

Outreach is undertaken by brochures, posters, bulletin boards, the guideline and word of mouth. All costs are paid by the company.

The utilization rate for the urban population is between 6% and 8%; for the provincial population (excluding urban) the utilization rate ranges between 3% and 8%. No data was available on cost per user.

Comparing the sick time of a sample of over one hundred users with non-users, there was a 25% decrease in "sick time" for program users for up to 12 months after the counselling was terminated. In addition to such formal evaluation, feedback is solicited through a variety of questionnaires.

Motor Coach Industries

Motor Coach Industries manufactures buses and has one bargaining unit.

The EAP has been in existence for just over one year at Motor Coach. It was started due to the interest of management in response to employee needs presented in requests for information and assistance with a variety of problems.

This is a referral agent EAP in which 13 referral agents have been trained to assess a problem with an employee and refer that employee to a community-based service. The referral agents have information on a range of community services. Thus, no services are offered in-house. However, there is follow-up of the referrals to ensure that service is provided.

The program is voluntary and completely independent of the discipline process. It is confidential (to the extent that the referral agents only provide information on the number of referrals and type).

The referral agents participated in training provided jointly by the Alcoholism Foundation of Manitoba and the United Way of Winnipeg. Should replacement of a referral agent or additional agents become necessary, management would, by invitation, identify candidates. These candidates, if they accepted the responsibility, would be required to take the referral agent training program. The agencies which helped to establish the program are available on an "as needed basis".

General oversight of the program, and monitoring and evaluation of the program and referral agents is provided by a steering committee. This steering committee is comprised of a cross section of people, "people helping people" rather than a union/management perspective (although both constituencies are represented on the committee).

The program was marketed to employees in a variety of ways: stuffers with pay cheques for example.

Utilization rates are not available. However, in the first month of activity, 38 referrals were made, and the activity figures are greatly exceeding expectations.

All costs of the program are defrayed by the company. In addition, the company supports the referral agents in their attendance at EAP association meetings (with the training and information provided).

Flin Flon and District Assessment and Referral Service (ARS)

Flin Flon is a town of approximately 7,200 located in Northwestern Manitoba. The workforce covered by this EAP numbers 2,300 in five companies (some with multiple worksites).

Prior to the establishment of the ARS in 1989, the Hudson Bay Mining and Smelting Company (a major employer) had a mandatory EAP linked to the discipline system, which was not working well. Interest was expressed in the MacMillan Bloedel model which led to the ARS being established. The EAP is described as an employee benefit program.

The program recognizes that "unresolved problems seriously impact family harmony, work harmony, safety of self and others, individual health and quality of life". It seeks through early identification, information and counselling to help resolve such problems.

The ARS was established in 1989 as a nonprofit society jointly supported and administered by local employers, union groups and employees. Those organizations involved in this consortium model EAP are:

Hudson Bay Mining and Smelting Co. Ltd.
United Steelworkers of America, Local 7106 and Local 8262
Trade Association - Flin Flon and Snow Lake
City of Flin Flon
Canadian Union of Public Employees, Local 228
Flin Flon Friendship Centre
Town of Creighton (Saskatchewan, adjacent to Flin Flon)
North of 53 Coop.

Small employers may participate in the EAP by joining the Society.

The ARS is operated by a 14 member board of directors drawn from the sponsoring companies/towns and unions. Based on the annual budget for the society, an annual fee is established (on a per capita basis) for each company to which the respective union makes a contribution.

Services are provided to employees and their families, retired employees and families, and to those discharged from employment within one year of their discharge.

Services are comprehensive and include: assessment, referral, short term counselling, follow-up. Here the respondent noted that there is only a limited community service base in this small northern town which curtails the feasibility of external referrals. ARS services are provided without charge to users and it is generally the case that further recommended care or counselling is covered in whole or in part by the employees regular health insurance. The brochure indicates that the ARS will seek to ensure service is provided regardless of ability to pay.

The program is voluntary, not linked to corporate discipline. Moreover, services are confidential to the extent that not even the Board receives identifying information on any user.

The ARS office is located independent of the participating organizations in an off-site central location. It is staffed by a coordinator (registered psychiatric nurse with 10 years personal and alcohol counselling experience and 34 years sobriety) and an office assistant.

Access to the program is facilitated by trained referral representatives in each of the worksites. Training for these individuals is provided. In introducing the program, a mailing was sent to the home of each employee to also inform the family members. Ongoing mailings are planned.

In the 10 months that this program has been in operation, there have been 90 users.

Table of EAP Profiles
Manitoba

1 of 2

	Manitoba Hydro	Tele-Cope	City of Winnipeg	Flin Flon ARS	Motor Coach	Province of Manitoba
Number of Employees	4,100	5,000	12,000	2,300		17,000
Number of Bargaining Agents	4	3	8	2 BA & 6 Firms	1	1
Number of Worksites	200	500	multiple	6+	-	multiple
EAP Characteristics - length of time EAP provided	16 years	12 years	7 years	9 months	1 year	14 years
- in-house off-site	X	X				X
- in-house on-site			X		X	
- contracted out off-site resources						
- contracted out on-site						
- consortium				X		
- labour/mgt committee	X	X	no	X	X	X
- peer referral agents			no	X	X	no

Table of EAP Profiles
Manitoba

2 of 2

	Manitoba Hydro	Tele-Cope	City of Winnipeg	Flin Flon ARS	Motor Coach	Province of Manitoba
EAP Services - broad-brush	X	X	X	X	X	X
- employees only served						
- employees and family served	X	X	X	X	X	X
- assessment and referral only						
- assessment, referral and short term counselling	X	X	X	X		X
- crisis intervention	X	X	X	X		X
Health Promotion - major health promotion services and education						
- health promotion education only						
Utilization Rate	228/4100 6%	3% - 8%		90/2300 4%	N.A.	
Cost per capita (est)		N.A.				
Evaluation						

New Brunswick

- *Edmunston Regional Hospital*
- *City of Moncton*
- *Restigouche Regional Hospital*
- *Everett Chalmers Hospital*
- *City of Fredericton Fire Dept.*

Table of EAP Profiles
New Brunswick

1 of 2

	Edmunston Regional Hospital	City of Moncton	Restigouche Regional Hospital	Everett Chalmers Hospital	City of Fredericton Fire Dept.
Contact Person		B. Quigley 453-7982			
Number of employees	825	800	700	1,650	118
Number of Bargaining Agents	4	5	7	4	1
Number of Worksites	2	10	1	2	5
EAP Characteristics - length of time EAP provided	3 years	since 1983	10 years	8 years	5 years
- in-house off-site			X	X	
- in-house on-site	X		X		X
- contracted out off-site resources		X			
- contracted out on-site					
- consortium					
- labour/management committee			X	X	X
- peer referral agents			X	X	X

Table of EAP Profiles
New Brunswick

2 of 2

	Edmunston Regional Hospital	City of Moncton	Restigouche Regional Hospital	Everett Chalmers Hospital	City of Federicton Fire Dept.
EAP Services - broad-brush		X	X	X	X
- employees only served			X		X
- employees and family served	X	X		X	special cases
- assessment and referral only			X	X	X
- assessment, referral and short term counselling		X	X		
- crisis intervention	X		X		X
Health Promotion - major health promotion services and education		X	X	X	
- health promotion education only					some
Utilization Rate	30 - 40 year	2.5%	N.A.	10%	N.A.
Cost per capita (est)		$15/year	N.A.	$1.81	$20
Evaluation	good		N.A.		

Newfoundland and Labrador

- *Mobil Oil Canada*
- *Newfoundland and Labrador School Trustees Association*
- *Newfoundland Power*
- *Fishery Products International*
- *Royal Newfoundland Constabulary*

Newfoundland and Labrador

The concept of EAPs in Newfoundland and Labrador is fairly new. Conversations with those involved in EAPs reveal that cost is a major consideration in their development.

There are a large number of small to medium sized firms in Newfoundland. As these small companies lack the resources to provide their own programs, the trend is to cooperation on a community or industry wide basis to contract or share services with an EAP provider. There is at least one private firm in the province called Adwise which is having some success in the development of EAPs for employers.

If costs can be kept at an acceptable level and benefits such as increased productivity, efficiency, reduced incidence of accidents, and reduced employee turnover can be directly linked to a successful EAP, then the community or industry wide approach could be successful.

The following completed questionnaires give an overview of the various programs currently operating.

Mobil Oil Canada

Location(s)	Head Office, Calgary, Alberta - 2 field offices - Olds and Whitecourt, Alberta. 11 area offices attached to plant or production facilities
Number of employees	1,250
Bargaining agents (if any)	No bargaining agent
Description of the EAP *(i.e.) broad-brush, substance abuse, counseling only, etc.*	Broad-brush
Program components *(i.e.) referrals only, referrals and counseling, etc.*	Assessment, referral, counseling and follow-up
Service provision mechanism *(i.e.) in-house, contracted out, etc.*	Contracted out
Coverage *(i.e.) employees only, employees and family, etc.*	Employees and immediate family up to $400.00 per year for immediate family members. Contract employees can use service but must pay for it
Developed and maintained *(i.e.) joint union/ management*	By the company only
How long the EAP has been in existence	3 years

Number of clients served	Used by 10-12% of employee/contract population
Examples of promotional of informational materials on the EAP submitted by the organization	~ Pamphlets ~ Posters ~ Supervisor Training ~ Corporate magazine/tabloid ~ Annual Health Fair (promotion of healthy lifestyle)

Newfoundland and Labrador School Trustees Association

Location(s)	This association represents every teacher in the province working within 29 school boards
Number of employees	10,000
Bargaining agents (if any)	Newfoundland Teachers Association (NTA)
Description of the EAP *(i.e.) broad-brush, substance abuse, counseling only, etc.*	Broad-brush
Program components *(i.e.) referrals only, referrals and counseling, etc.*	Assessment, referral and follow-up
Service provision mechanism *(i.e.) in-house, contracted out, etc.*	Contracted out to individual practitioners where applicable
Coverage *(i.e.) employees only, employees and family, etc.*	Employees only
Developed and maintained *(i.e.) joint union/ management*	Tripartite - Government, School Trustees Association and Newfoundland Teachers' Association
How long the EAP has been in existence	2 years

Number of clients served	374
Examples of promotional of informational materials on the EAP submitted by the organization	~ Pamphlets ~ Orientation sessions with supervisors and teachers ~ Posters ~ NTA quarterly newsletter ~ Cheque stub messages ~ video

Newfoundland Power

Location(s)	11 locations on the island
Number of employees	950
Bargaining agents (if any)	International Brotherhood of Electrical Workers
Description of the EAP *(i.e.) broad-brush, substance abuse, counseling only, etc.*	Broad-brush
Program components *(i.e.) referrals only, referrals and counseling, etc.*	Assessment, referral and follow-up
Service provision mechanism *(i.e.) in-house, contracted out, etc.*	In-house
Coverage *(i.e.) employees only, employees and family, etc.*	Employees, family members and retirees
Developed and maintained *(i.e.) joint union/ management*	Joint union/management effort
How long the EAP has been in existence	3½ years
Number of clients served	150 - used by 10-12% of employee/contract population

Examples of promotional of informational materials on the EAP submitted by the organization	~ Pamphlets ~ Monthly company newsletter ~ Information sessions ~ Poster campaign ~ Health clinics - family lifestyle

Fishery Products International

Location(s)	16 plants throughout the island
Number of employees	8,000
Bargaining agents (if any)	Fishermen, Food and Allied Workers Union
Description of the EAP *(i.e.) broad-brush, substance abuse, counseling only, etc.*	Broad-brush
Program components *(i.e.) referrals only, referrals and counseling, etc.*	All voluntary, self referral
Service provision mechanism *(i.e.) in-house, contracted out, etc.*	Contracted out on an annual basis to local firms
Coverage *(i.e.) employees only, employees and family, etc.*	Employees and immediate family
Developed and maintained *(i.e.) joint union/ management*	Joint union/management effort
How long the EAP has been in existence	1 year
Number of clients served	80

Examples of promotional of informational materials on the EAP submitted by the organization	~ Newsletter ~ Posters ~ Payroll stub messages

Note: *This program is being introduced in phases. Detailed seminars have been conducted in 5 of 16 plants and employees on 42 trawlers have been briefed.*

Royal Newfoundland Constabulary

Location(s)	St. John's, Corner Brook, Labrador City
Number of employees	400
Bargaining agents (if any)	Policy Association of Newfoundland and Labrador
Description of the EAP *(i.e.) broad-brush, substance abuse, counseling only, etc.*	Broad-brush Special Crisis Debriefing (SCD)
Program components *(i.e.) referrals only, referrals and counseling, etc.*	Assessment, referral and follow-up
Service provision mechanism *(i.e.) in-house, contracted out, etc.*	Standard assessment, referral and follow-up one in-house (SCD) is contracted out to Advise. Advise is a private firm.
Coverage *(i.e.) employees only, employees and family, etc.*	Employees and immediate family
Developed and maintained *(i.e.) joint union/ management*	Tripartite group - Government, Union, Government Managers Association
How long the EAP has been in existence	11 years
Number of clients served	Since 1986 - 501 clients

Examples of promotional of informational materials on the EAP submitted by the organization	~ Newsletter ~ Cheque Stub Messages ~ Orientation Sessions ~ Posters ~ Brochures ~ 2-day Seminar - Supervisors and Unions

Northwest Territories

- *Nerco Con Mines Ltd.*

Nerco Con Mines Ltd.

This program was developed through joint effort between Con Mine and United Steelworkers of America Local 802. It grew out of a study done by the Canadian Mental Health Association "Mental Health in the Work Place Project".

As a progressive organization, Nerco Con Mines is providing an EAP to employees out of concern for them and because it's good business. Just as everyone occasionally suffers from physical illness or disability, all people experience personal or emotional difficulties sometime in their lives. In most cases the individual will resolve such problems independently. In some cases, however, neither the efforts of the individual nor the family will resolve the problem and it will persist over a period of time either constantly or intermittently. Sometimes these problems become too much to handle and they affect personal happiness, family relations, work performance, and even health. The EAP has been developed out of the belief that it is in the best interest of employees, their families and the work place to establish a program which assists individuals in dealing with these persistent problems before they result in serious deterioration of the individual's health, family life or job performance.

The program provides assistance in addressing personal problems. These may include marital/relationship conflict, parent/child conflict, psychological concerns (i.e. stress and depression), financial and legal concerns, as well as problems with alcohol and drug abuse.

It is generally agreed that such problems can be successfully resolved, especially when they are identified in their early stages, and when referral is made to the appropriate kind of care. However, serious personal problems do not go away by themselves; without help they will get worse. The EAP promotes early identification of these potentially serious problems and encourages the individual to seek help through the EAP at the earliest possible opportunity.

Since an employee's personal well-being and job performance can be affected by the problems of a spouse or a dependent, this program is also made available to the family. Hopefully, family problems can be corrected before they affect the employees performance at work. The EAP is also extended to retired employees residing in Yellowknife.

Most requests for assistance will be initiated by the employee or the family, by contacting one of the EAP representatives.

Other requests may result when supervisory staff or a Union Steward suggests to an employee the services of the EAP when job performance difficulties persist. Confidentiality is always assured.

In most cases cost for treatment is paid by a government medical plan or SunLife providing the employee is *referred by a doctor*. Some services such as assessment of a child's learning disability are only partially covered. Generally, treatment of an already identified problem is covered in full. If treatment is unavailable or unsuitable in Yellowknife the doctor may recommend treatment elsewhere. In that case the SunLife plan will cover the cost of transportation to Edmonton.

Nova Scotia

- *L.E. Shaw, Limited*
- *City of Halifax*
- *Maritime Paper Products Ltd.*

L.E. Shaw Limited

Head Office, Lantz, Nova Scotia

L.E. Shaw Limited, is a manufacturing, transportation and development corporation operating plants and offices in both Nova Scotia and New Brunswick. It employs from 370-450 persons in 12 worksites in Nova Scotia. There are three bargaining units.

Prior to 1978 no EAP policy existed. The initial EAP policy addressed only the issues of alcohol and drug abuse. It had a low utilization rate of one employee. It became evident that a new and broader policy was necessary after the hiring of an Occupational Health Nurse in 1987.

In 1987 a proposal for a broad-brush EAP policy was accepted by both management and labour. It was designed to "deal in an effective and fair manner with health and personal problems which are affecting job performance and assist the employee to return job performance to an acceptable level".

The EAP is administered by the Supervisor of Occupational Health and Safety (OH&S), a Canadian Certified Occupational Health Nurse (CCOHN). There are two entry points to the program; voluntary and work performance referral initiated by management. Assessment, referral and follow-up after care is provided by the supervisor, OH&S on site to employees only. However, employees' family members may be referred if requested. Treatment is contracted out off-site to appropriate agencies.

There have been approximately 50 employees served giving an estimated utilization rate of 14%. The cost per capita is unknown.

Major health promotion/education activities are conducted from time to time on a wide variety of topics ranging from specific EAP issues to general lifestyle information. The company has made a concerted effort to make the workplace a place of "health".

Although no formal evaluation of the EAP has been carried out, it is evident from the increased utilization rate in the past three years that employees now have trust in the confidentiality and genuine help offered by the program. There have been positive effects on both job performance and job maintenance.

City of Halifax

Halifax, Nova Scotia

The City of Halifax employs approximately 1300 workers as firefighters, police officers, grounds and maintenance and recreation personnel, as well as inside office workers at 19 main worksites.

In January 1977, the City of Halifax approved a program on alcoholism and drug dependency rehabilitation which was not highly successful. With the appointment of a Director of Human Resources and a growing awareness of emerging trends in the EAP field a new policy was developed in 1982. (Management recognized that employees encounter other problems besides substance abuse, which may have a detrimental effect on health and subsequently work performance.) The objectives of the new program are "to identify problem situations early, to provide prompt intervention and to effectively rehabilitate employees with personal, health or behavioural problems adversely affecting work performance", and to assist employees to return to a productive and meaningful life.

The EAP is co-ordinated by a Canadian Certified Occupational Health Nurse (CCOHN). There are three points of entry to the program: self-referral; voluntary with encouragement of the union or supervisor; and formal referral from the supervisor. Assessment, referral and short term counselling is provided on site by the EAP coordinator to employees only. The police department also has peer referral agents. Treatment is contracted off-site to appropriate agencies. There are four Labour/Management Advisory Committees consisting of equal representation that monitor the program, promote awareness and assist in training and education.

There have been approximately 232 clients served at an estimated utilization rate of 17%. The cost estimate per capita is unknown.

Major health promotion/education activities are conducted from time to time on a wide variety of topics ranging from specific EAP issues to general lifestyle information. Recent sessions have been on AIDS awareness, sexual harassment in the workplace and stress.

Although no formal evaluation of the EAP has been carried out, it is evident from improved attendance rates, job performance and job maintenance that the program is a success. There is also an increased level of awareness, acceptance and trust in the program.

There is a definite commitment by management and unions which has contributed to the program's success.

Maritime Paper Products Ltd.

Dartmouth, Nova Scotia

Maritime Paper Products Ltd. is a manufacturer of corrugated containers and has been a major supplier to the Fishing, Farming and Brewing Industries in Atlantic Canada for over 55 years. There are three Plants; one each in Nova Scotia, New Brunswick and Prince Edward Island. There are approximately 180 employees at the Dartmouth, N.S. Plant, 100 in Saint John, N.B. and nine in Prince Edward Island. At peak seasons there are approximately 75 additional employees.

In the early 1980's the company was experiencing a problem with several employees whose personal problems were affecting their work performance. Concern for the possibility of losing the services of long-term valuable employees through termination prompted the development of the first EAP program in 1982 with the founding of the Occupational Health Service. Based on the philosophy that the employee is a company's greatest asset, the goal of the service was to maintain the optimal level of quality in both the personal and the worklife of the employees.

In 1983, a formal EAP was developed by the Labour Management Committee at the Dartmouth Plant to assist employees to get help before their problems made them unemployable. In 1986 the program expanded and became "broad-brush".

Maritime Paper Products and the Canadian Paper Workers' Union recognized that "almost any human problem can be successfully treated especially if it is identified at an early stage and referral is made to an appropriate treatment resource".

The EAP is co-ordinated by a Canadian Certified Occupational Health Nurse (CCOHN). There are three entry points to the program: self-referral; voluntary with encouragement of the union representative or supervisor; and mandatory through the supervisor. Assessment, referral and follow-up supportive care is provided by the occupational health nurse on-site to both employees and their families. Treatment is contracted out off-site to appropriate community organizations. An EAP Advisory Committee monitors the program, assists in promoting the program and in training as necessary.

There is an average of 25 clients served annually at an estimated utilization rate of 14%. The cost estimate for 1989 was $12,700 which includes treatment and training programs but not the EAP Co-ordinator's time.

Major health promotion/education activities are conducted on a regular basis covering topics such as suicide, AIDS, cocaine and alcohol abuse, heart and cancer health, non-smoking and stress.

Although no formal evaluation of the EAP has been carried out, a recent survey of employees showed that 85% believed Maritime Paper Products' EAP was as good or better than other company's; 71% stated they would use the EAP and 69% felt the company's EAP was a reflection of the company's concern for its employees. Improvement in job performance of EAP clients has been noted and there has not been any negative feed-back from supervisors about EAP clients. There has not been the necessity of terminating an employee with personal problems affecting work performance in the past 5-6 years.

The company credits the success of its EAP to a high level of management and union commitment. Due to its reputation as a company who truly cares, it is frequently asked to present papers on its EAP at the international, national, regional, provincial and local level.

Ontario

- *Labatt's Brewery*
- *Ontario Hydro*
- *The Sault Employee Assistance Consortium*
- *The Lincoln County Board of Education*

Labatt's Brewery

Labatt's Brewery is one of the original companies who came together to form the London Employee Assistance Consortium (LEAC) - a nonprofit organization whose 15 member companies jointly fund a comprehensive, off-site counselling service for employees and their families.

The LEAC was founded in 1976 by the late Dr. Fred Mills, Labatt's medical director at that time and Jack Kaplun, then an industrial consultant with the Addiction Research Foundation. The idea for this innovative service model was born of their shared concern over the lack of comprehensive psychological health services for workers in the London area. With partial seed funding from ARF and Jack Kaplun as executive director, LEAC has gone on to become one of the most successful employee assistance consortiums operating in the Province of Ontario.

Companies wishing to join the consortium pay a fixed entry fee (currently $1,000), a monthly per capita premium to cover operating expenses and appoint a representative to sit on LEAC's Board of Directors. The offices are located in a remodelled house on a quiet street in the central London area; the professional counselling staff of six are available to provide confidential assistance on a wide range of personal and family issues, usually within a few days of contact. There is no limit on the number of visits.

In addition to providing direct client counselling, LEAC staff will, on request, participate in the development and delivery of health promotion workshops and seminars for employees on topics such as stress management and substance abuse.

Recently, at Labatt's, a joint union and management committee was established to promote preventative health practices and to raise awareness of LEAC's services. The Committee's goal is to encourage individuals to seek help as early as possible, to feel comfortable about approaching the consortium for assistance and to become aware of other sources of help available in their community.

The program comes highly recommended by employees, company and union because it offers quick, direct access and confidential, highly individualized service that strives, in the words of Jack Kaplun, "to keep bureaucratic elements to a minimum". The free standing and independent nature of the consortium has been key to the development of the trust and credibility with which its services are associated.

Ontario Hydro

The history of the EAP at Ontario Hydro goes back to the mid-1950's when a staff psychologist was appointed to assist employees with personal difficulties. This step was taken as a result of an observation by staff physicians that about half of the people reporting physical symptoms had some sort of emotional or psychological component to their problem. The psychological health service officially became known as an EAP in 1982.

A major milestone occurred in 1987 when a peer referral system was adopted in order to reach and serve a greater number of employees. Persons make themselves available on a voluntary basis, 24 hours a day, 7 days a week to confidentially assist individuals find help for whatever troubles them. These volunteers, known as EAP representatives, are trained in referring people with problems to the appropriate community resource and are familiar with the directory of community agencies serving their specific region of the province. The one week training course for EAP representatives is provided by Labour Community services of Metropolitan Toronto.

A staff clinical psychologist heads up the EAP and chairs the Joint Advisory Committee which consists of representatives from each of the two bargaining agents, management and health services. The Committee is responsible for writing and reviewing the corporate EAP policy and recommending appropriate new directions.

The types of issues which most frequently prompt employees to seek help through the EAP are: marital breakdown, anxiety, job insecurity, job dissatisfaction, child rearing problems, day-care, ageing relatives, financial difficulties and occasionally, alcohol and drug problems.

The current plan is to extend the peer referral system to even larger segments of the province - Ontario Hydro has 26,000 employees in about 260 worksites - and thereafter re-train those who have undergone training several years prior.

An annual conference is held for delegates to exchange ideas about program enrichment and report back to their respective units on what else might be done to improve the service.

Overall, the EAP is a very positive force for those offering their assistance and for those employees requiring qualified help to resolve the kind of personal problems that affect nearly everyone at some stage in life.

The Sault Employee Assistance Consortium

Sault Ste. Marie, Ontario

The Sault Employee Assistance Consortium was established in September 1989 by the EAP Services Coordinator of the Group Health Centre to provide EAP services to small and mid-sized businesses.

This consortium was initiated through meetings with the Sault Ste. Marie Chamber of Commerce and discussions with interested local business leaders. Seven businesses, ranging in size from 6 to 110 employees, became the founding members of the consortium. Since then, the group has grown to include thirteen member companies, the smallest of which has only five employees.

Comprehensive EAP services are provided by the Group Health Centre. These services include consultation, training and counselling. The counselling services are broad-brush and are available to family members. The focus is on crisis resolution and referrals are made to other services when appropriate. There is no cap on the number of counselling appointments.

Heavy emphasis is placed on training of supervisors and union representatives and the use of peer referral agents.

Some health promotion services, such as stress management and eldercare workshops, are offered as part of the package mainly to raise the profile of the EAP and attract counselling referrals.

The company and and union representatives meet annually with the Group Health Centre's representative to evaluate the program and discuss issues relating to the EAP. The companies receive quarterly statistical reports.

The consortium is open to any small work organization. Service cost are assessed annually and paid by the company on a per capita basis.

Further information may be obtained from:

Gene Quinn, Coordinator of EAP Services
The Group Health Centre
240 McNabb St.
Sault Ste. Marie, Ontario
P6B 1Y5

The Lincoln County Board of Education

The Lincoln County Board of Education serves the City of St. Catharines and the northern portion of the Niagara Peninsula from Niagara on the Lake to Grimsby. There are 2,400 employees representing four bargaining units and exempt personnel working in seventy school and office sites.

In 1979 a joint committee of representatives of management and the different employee groups was formed as a result of concerns related to absenteeism and sickness. With the help of an Addiction Research Foundation facilitator, procedures were established to deal with alcohol abuse. A review of these procedures two years later indicated that little use had been made of this process.

With the encouragement of management, the joint committee was reconvened. The committee determined that a broader based approach was needed to include a wider range of concerns than substance abuse. The committee invited a number of service providers to submit proposals and, following a select number of presentations, a contract was awarded. A small Steering Committee was formed to work with the service provider on a two year pilot project to develop a voluntary and confidential counselling service for all employees and their families. Features of the employee assistance program included: no limit on the number of visits, day and evening appointments, off-site facilities and follow-up by the counsellor. The ongoing, hands-on involvement of the Steering Committee was key to the early acceptance of the program. Attention was paid particularly to setting up orientation sessions during work hours to promote the benefits of the program. An employee survey conducted towards the end of the pilot project indicated overwhelming approval for the continuation of the program. The evaluation also indicated a high level of peer referral by former or current clients. As a result of the success of the pilot, management agreed to fully fund an employee assistance program with the continued involvement of the Steering Committee for program development and evaluation.

To ensure high visibility of the program, the committee conducted a number of focused workshops on topics suggested by interested employee groups and the counsellor made frequent presentations at regular staff meetings. High usage of the EAP has resulted in improvements to the counselling service such as the availability of male and female counsellors and the introduction of French language services.

The Steering Committee continues to meet regularly with the service provider to monitor current services and plan new initiatives. Two new services which are underway are a bereavement program and a program to promote a smoke-free workplace.

Table of EAP Profiles
Ontario

1 of 2

	Sault Employee Assistance Consortium	Labatt's Brewery (L.E.A.C.)	Lincoln County Board of Education	Ontario Hydro
Number of Employees	590	1,000	2,400	26,000
Number of Bargaining Agents	6	2	4	2
Number of Worksites	13	6	70	200 est.
EAP Characteristics - length of time EAP provided	2 years	15 years	7 years	35 years
- in-house off-site				X
- in-house on-site				X
- contracted out off-site resources	X	X	X	
- contracted out on-site				
- consortium	X	X		
- labour/management committee	X	X	X	X
- peer referral agents	X			X

Table of EAP Profiles
Ontario

2 of 2

	Sault Employee Assistance Consortium	Labatt's Brewery (L.E.A.C.)	Lincoln County Board of Education	Ontario Hydro
EAP Services - broad-brush	X	X	X	X
- employees only served				X
- employees and family served	X	X	X	
- assessment and referral only				X
- assessment, referral and short term counselling	X	long term X as well	X	
- crisis intervention	X	X	X	X
Health Promotion - major health promotion services and education		X		X
- health promotion education only	X		X	
Utilization Rate	unknown	7.1%	10%	2%
Cost per capita (est)	unknown	$32.00	$40.00	$16.00
Evaluation	yes	yes	yes	yes

Prince Edward Island

- *The Government of Prince Edward Island*

The Government of Prince Edward Island

This program was developed after years of research by representatives of management and unions. In November, 1990 a joint Agreement was signed by the Government of P.E.I., the Union of Public Sector Employees (for provincial civil servants), the P.E.I. Teachers Federation (for all instructional staff), and CUPE Locals 1145, 1770, 1775 and 3260 (for non-instructional staff in the School Units). There are approximately 7200 employees across P.E.I. who fall under this agreement in numerous worksites.

The purpose of this EAP is to offer confidential assistance to employees whose job performance is (or has potential to be) adversely affected by personal problems. It offers a "broad-brush" approach to deal with the range of personal problems which an employee may have.

It operates under a Joint Advisory Committee made up of representatives of all three unions and management. The Advisory Committee is responsible to ensure employees are aware of the Program and know how to access it; develops and implements any changes after input from all parties; develops an annual budget; and conducts an evaluation of the Program.

The Program employs one full-time professionally trained Coordinator who offers an in-house assessment, referral, short-term counselling, and follow-up service. Crisis intervention is provided on a case by case basis. The office is located in a private setting, away from any major worksite, and the Coordinator has set up further private settings in other regions of the Province to be used as required.

The Program Coordinator conducts orientation and training sessions for all employees. Separate training sessions are held for supervisors and for front line staff.

The Program is voluntary in that employees make the choice whether to participate or not. Employees cannot be disciplined for non-participation. Discipline and EAP do not intersect - they are two parallel lines.

Employees can access the program in two ways. The majority of employees will access it through "self-initiation" - that is, they identify, or a friend of fellow-worker identifies a potential personal problem and call on their own for an

appointment. Nothing is shared with a supervisor in these "self-initiated" contacts, unless the employee wishes.

The other way of accessing the service is through a "formal offer of assistance". In these instances job performance has obviously deteriorated, the supervisor has informally offered the EAP service and there is still no improvement in job performance. After consultation with the EAP Coordinator, the Supervisor makes a formal offer of assistance in writing to the employee (coded form with a number; not employee name). The employee is advised that he/she has the choice whether to accept the offer. A copy is sent to the Coordinator and a copy is retained in a confidential employer EAP file. The only information fed back to the supervisor is employee participation level information; also stored in the confidential employer EAP file. No information is placed in the personnel files.

In support of confidentiality, all EAP files are coded, and files are only accessible to the individual employees. The files are destroyed after two years of inactivity, or at the request of the employee.

The costs of this Program are covered by the Government of P.E.I. - this includes the operating costs associated with salaries for Coordinator and secretary, office costs and promotional material. The Program allows the employees two assessment appointments with the Coordinator without requiring leave to be taken. If the employee is referred to the community for treatment or counselling, they must use approved leave within their respective Collective Agreement. Any cost associated with treatment/counselling would be covered by either medicare, private insurance, paid sick leave, or the individual employee.

Saskatchewan

- *City of North Battleford*
- *City of Yorkton*
- *Kalium Canada Ltd.*
- *The Co-operators*
- *Federated Co-operatives Ltd.*

City of North Battleford

The City of North Battleford had an employee assistance program in the late 1970's. The reasons for its demise included the fact it was entirely management driven and never gained the respect of the city employees. Alcohol and drugs were the only areas covered under the program.

In 1988 a group of interested employees contacted the Saskatchewan Alcohol and Drug Abuse Commission to explore the possibility of a new employee assistance program. A committee of volunteers was put together representing the various work areas (five to seven union members and three management members). The committee still meets every six months.

Over the course of a year the EAP was slowly and methodically developed. The program was expanded to a broad-brush approach. A manager who had volunteered to sit on the committee was chosen by the committee to run the EAP. His selection was taken back to the employees and endorsed by them.

As the program was developed, training was provided for the referral agents - the EAP manager and two union employees. A one day session was held for all employees to introduce the program. Information on the EAP was also mailed to each employee's home to help increase the awareness of employees' families to the program.

Although the city commissioner was very supportive of the EAP program, he was not involved in the development process.

Employees requiring assistance contact the EAP manager or one of two employees trained as referral agents. Some assessment is done and a referral is made if required. The program is voluntary unless an employee reaches the final stages of disciplinary action. A close working relationship has been developed with the Battlefords Alcohol and Drug Abuse Commission located next door to City Hall. It provides some services and acts as an excellent referral source at no charge to the city.

The program operates quite informally with minimal cost. Initially $600 was spent on printed materials. This cost was split between the city and the unions. Ongoing costs of the EAP Manager's time and other office expenses are not budgeted separately under the program.

The city will pay for the initial medical examination or assessment as required and the employee is then generally responsible for ongoing assistance. However, most of the referral agencies available in the city are available at no cost to the employee.

The individual successes of this program are attributed to the fact that it was employee initiated and volunteer based.

City of Yorkton

The employee assistance program began in the City of Yorkton with a letter of recommendation by CUPE attached to a signed contract. The city acted on this recommendation by appointing an EAP manager. The manager was chosen in part because he did not have any employees reporting directly to him.

The employees were provided with a significant amount of information on EAPs. As a result, interested employees volunteered to be part of the committee which would organize the program. The committee consisted of management and employees with representation from the various departments. This committee is still meeting on an ongoing basis.

An outside consultant was chosen who could provide the necessary services. An employee wishing to receive assistance may contact the supervisor, a union steward, any one of six trained referral agents, the EAP manager or the consultant. All referrals are voluntary.

The employees are responsible for the costs of services provided to them, however, the city finances these costs over time. The employee must sign an information release form when seeking help. The city will receive a bill with an employee's name. The bill is paid up front and in consultation with the employee the amount is deducted from their cheque in regular instalments. The information is kept strictly confidential by the EAP manager and the payroll clerk.

The program has been used extensively by the employees. This is attributed to the continual updating provided to management and union members about the program.

Approximately $25,000 is budgeted each year to maintain the program.

This EAP like other successful programs is built on credibility. It took some time for all parties to develop confidence in the program but now is viewed very highly. The city receives many requests for information by other companies and always responds that there are no magic answers to a successful program. The City of Yorkton though has found an EAP that works for them.

Kalium Canada Ltd.

In 1985 the human resources unit at Kalium Canada, Ltd. explored the possibilities of providing an EAP. The proposal which was submitted to management was not approved mainly because of the economic climate and the costs to implement the program.

Two years later the new owners of Kalium requested that an EAP be put in place because of their positive experience with EAP's in the past. As a result, the previous proposal was accepted and implemented.

Kalium has contracted with an outside agency to provide their EAP. Employees have been provided with a program orientation and a brochure on the program which lists the number to call if they require assistance. The bills are designed so that individual identities are hidden. Annual reports are published to provide a breakdown of number of users and problem categories. The entire program is voluntary.

The employee assistance program at Kalium costs the company less than $5,000/year to operate.

Employees respect the EAP program and speak highly of it. The company is very pleased that the program is being used and feels that usage is the most important step to any successful program.

The Co-operators

The Co-operator's employee assistance program grew out of the company's business concerns in life insurance. The medical director's role with the company has been to help assess customer applications and claims. An Occupational Health Nurse was hired 17 years ago as part of that role. Employees began to receive assistance informally from the nurse, through counselling and referrals to a network of outside agencies which were built up over the years. The services provided by the outside agencies were generally available to employees at no cost.

Prior to the introduction of Medicare, the company offered free medical checkups to employees through the services of the medical director. These voluntary checkups are still available to employees on a regular basis.

In the later 1980's a pilot project was undertaken to provide broader EAP services to managers particularly in the area of stress. The company recognized the need for some managers to receive assistance in this area without risk of embarrassment. Enough people took advantage of the services that management decided the program should be expanded to include all employees. The new EAP became operational in February of 1990.

The current program is contracted to an outside agency. Employees can call this agency directly and receive assistance for themselves or their families. Up to 5 counselling sessions are paid for by the company. Employees are responsible for any further sessions. The bills for these services are sent to the Co-operators for payment without names to ensure confidentiality.

An information session was provided to all employees after the new EAP was set up to ensure everyone was aware of it and would be comfortable using its services if the occasion arose.

This program is available to all Co-operators' employees in Saskatchewan as well as the rest of the country.

Since this EAP program is very new, information on costs, results and utilization are not available at this time.

Federated Co-operatives Ltd.

Federated Co-operatives has its operations in Saskatoon and Regina as well as the Consumers Co-operative Refinery Ltd. in Regina. Each of these three areas has its own employee assistance program.

Since the 1960's the company has provided assistance to employees with alcohol and drug abuse problems. Later on it became apparent that the program had to be expanded. The company and the union then reached an agreement on a new employee assistance program.

Volunteer committees were organized in the three locations with representation from management and employees from various areas. The volunteers were often people who had experienced personal or family problems in the past and recognized the importance of addressing those needs. Committee members were provided with a one day workshop in order to act as referral agents.

Requests for assistance can be directed through a committee member or directly to an outside agency of the employee's choice. The committee seeks to make employees aware of available services by conducting monthly "lunch box meetings" with guest speakers from various agencies.

The EAP is also made available to the retail stores which are associated with Federated Co-operatives but not under its control.

The focus of the program is to ensure employees are directed toward the help they need. If there are costs associated with these services they are the responsibility of the employee.

The employee assistance program is evolving with time and experience. The refinery is currently looking at a proposal which would contract EAP services with an outside agency. Employees would be able to contact the agency independently for assistance. The costs of the services would be paid up front by the refinery. The employee would provide post dated cheques to the referral agency which would in turn refund the refinery as they were cashed. This process would ensure confidentiality better than a payroll deduction system. The EAP committee, management and the union are currently looking at this proposal.

Table of EAP Profiles
Saskatchewan

1 of 2

	City of North Battleford	City of Yorkton	Kalium Canada Ltd.	The Co-operators	Federated Cooperatives Ltd.
Number of employees	150	100	165	Regina[1] 725	1,000[2]
Number of Bargaining Agents	3	2	none	none	3
Number of Worksites	9	11	2	Regina[1] 7	3
EAP Characteristics - length of time EAP provided	2½ years	3 years	2½ years	1 year	7 years
- in-house off-site					
- in-house on-site					X
- contracted out off-site resources		X	X	X	
- contracted out on-site					
- consortium					
- labour/management committee	X	X			X
- peer referral agents	X	X			

[1] *The Co-operators has 5,000 employees across Canada.*
[2] *Federated Cooperatives Ltd. has 2,000 employees across Western Canada.*

Table of EAP Profiles
Saskatchewan

2 of 2

	City of North Battleford	City of Yorkton	Kalium Canada Ltd.	The Co-operators	Federated Cooperatives Ltd.
EAP Services - broad-brush	X	X	X	X	X
- employees only served					X
- employees and family served	X	X	X	X	
- assessment and referral only	X	X			
- assessment, referral and short term counselling			X		
- crisis intervention					
Health Promotion - major health promotion services and education					
- health promotion education only	X	X	X	X	X
Utilization Rate	[2]	[2]	approx. 10%	N.A.	N.A.
Cost per capita (est)	minimal	$250	$30	N.A.	$12
Evaluation	ongoing	ongoing	ongoing	annually	ongoing

[2] Employer was reluctant to release these figures.

Yukon

- *Yukon Government*

Yukon Government

The Yukon Government Employee Assistance Program (EAP) was established in 1982 by the employer in consultation with the two government employee unions. The program services were provided on a contractual basis by a counselling agency. A total of 25 employees utilized the program from 1982 to 1985. Ten of the referrals were mandatory.

In 1985, the EAP was reviewed and evaluated by the Public Service Commission. An Advisory Committee consisting of union and management members was established, a public tender was arranged for providing the assessment and referral services and a Program Coordinator was hired to administer the program.

In 1987 an employee survey was designed and implemented by the Advisory Committee. The results of the Survey were used to revise the program policy, expand the mandate and enhance program resources.

The program utilization rate increased from less than one percent in 1985 to six percent in 1989. The program expanded to incorporate a full range of services from health promotion to prevention and treatment.

The Employee Assistance Program is comprised of two activities:

- an external model EAP with assessment and referral services provided by a community agency, and

- a Workplace Wellness Program that provides for health education, behavioural change, support services, and a healthy work environment.

The purpose of the EAP is "to promote, enhance and maintain the health and well-being of employees so as to improve the quality of work life, increase productivity in the public service and support departmental human resource management".

The EAP assessment and referral service is a broad-brush program that provides assistance for a maximum of five hours per employee per year in the areas of substance abuse, marriage/parenting, finances, career and mental health. The services are available to employees and their family members. Approximately seven percent of the employee population currently utilize the program.

The program is administered by a Program Coordinator. The contracted services for the Workplace Wellness and Assessment and referral services are cost-shared with the employee unions. A program office is accessible to employees and provides a health promotion library, individual consultation and group activities.

Expanding the spectrum of services to rural areas in the Yukon is a challenge for the future.

Analysis

The EAPs included in this report are a very small sample of the wide range of services available. However, it is worthwhile drawing some conclusions.

The six participating federal EAPs serve from 150 to 45,000 employees. All of these are broad-brush services with most offering assessment, referral and short-term counselling to both employees and their families. The utilization rate varies from between 3.5% to 6%.

There is a lot of variety in types of EAPs with almost equal numbers of in-house off-site, contracted out off-site, and consortium models. Thus, while the services offered appear to be quite similar, the form varies according to the particular needs and structure of the workplace involved.

Amongst the provincial and territorial EAPs surveyed, 28 are amenable to a rough breakdown in terms of the services offered and the models used. These EAPs cover from as few as 100 employees and up to 50,000.

Four of the provincial and territorial EAPs use a consortium model while the rest are evenly divided between in-house off-site, in-house on-site and contracted-out off-site. The overwhelming majority of these EAPs use a broad-brush approach and most serve both employees and their families. Moreover, most EAPs also include a crisis intervention component. Finally, while many EAPs did not report a utilization rate, others noted that from 2% to 10% of employees use their services.

Differences in EAPs are the result of a variety of factors. These include location, union involvement, the development process and others. Also, cost plays an important role in determining the type of service provided. Utilization rates may be a reflection of linkage to a disciplinary process, the involvement of management or the distance of clients from the coordinating body.

Of immense importance are the common characteristics of "succesful" EAPs. These include the need for confidentiality, joint labour-management participation and voluntary participation. As well, EAPs must be responsive to changing needs and develop strong relationships with community facilities.

Current Concerns

History has shown that central to development of effective EAPs is a "broad-brush" focus. While some programs may have gone too far afield and are missing or avoiding alcohol and drug problems, some balance is necessary as people will often not use a program if doing so identifies them as "alcoholics" or "drug addicts".

There is a perception by some that the shift to "broad-brush" programs detracts from the original service to detect and refer workers with chemical dependencies. It is argued that service providers trained in a myriad of health and emotional or psychological care-giving may be ill-equipped to deal with the special needs of people with alcohol or drug-related problems. Others argue that problems other than chemical dependency require attention and that EAPs are best equipped for this service. Further, most EAPs are referral networks and adopt an awareness that specialists are a vital component.

There is also growing concern that EAPs are becoming a "business". This fear stems from an increasing tendency for the services to be provided by the private sector thus making the profit motive a driving force. It is argued that this may lead to a decline in service or service for the "wrong" reasons. There is also concern that if employees must pay for certain services this may create a two tier health system based on ability to pay.

Due to this new trend towards EAPs as businesses, it becomes the responsibility of the organization to determine that the private EAP provider meets the needs of their community. Additionally, they can explore alternate models such as consortia, in-house or private contract services.

A further issue is the problem of access for workers in remote communities. Single-industry towns are common in Canada, especially in the North. The frequent lack of facilities in these communities raises the concern that employees may be required to leave their homes to seek guidance and help, thus removing them from valuable support networks. There is also the problem of who will pay travel and accomodation expenses.

Thus, Employee Assistance Programs must continually adapt to the special circumstances of particular workplaces and communities. As these and other concerns are addressed and as the experience of service providers accumulates, EAPs will inevitably change in both form and substance.

Appendix I

Contact persons for CAALL-OSH EAP Project

Alberta	*Mr. Brian Kearns* *Executive Director* *Program Services* *AADAC* *10909 Jasper Avenue* *Edmonton, Alberta* *T5J 3M9* *(403) 427-7316*
British Columbia	*Colin Aykroyd* *Policy Specialist Policy & Legislation Br.* *Ministry of Labour & Consumer Services* *1019 Wharf Street* *Victoria, B.C. Consumer* *V8V 1X4* *(604) 387-1755*
Manitoba	*Ms. Isobel Garvie* *Planning and Research* *Department of Labour* *401 York Avenue, Room 409* *Winnipeg, Manitoba* *R3C 0P8* *(204) 945-5356*
New Brunswick	*Mr. John A. Brown* *Manager* *Health and Safety Education* *New Brunswick Occupational Health and Safety Commission* *P.O. Box 60* *Fredericton, New Brunswick* *E3B 5H1* *(506) 453-2467*

Newfoundland	*Mr. Craig Allen* *Statistician* *Department of Employment and Labour Relation* *Program Planning* *P.O. Box 8700* *St. John's, Newfoundland* *A1B 4J6* *(709) 576-5440*
Northwest Territories	*Mr. Lloyd Gould* *Department of Safety and Public Service* *Government of Northwest Territories* *Box 1320* *Yellowknife, Northwest Territories* *X1A 2L9* *(403) 873-7073*
Nova Scotia	*Ms. Gai Thomas* *Occupational Health Nurse Consultant* *Occupational Health and Safety* *Department of Labour* *P.O. Box 697* *Halifax, Nova Scotia* *B3J 2T8* *(902) 424-5400*
Ontario	*Ms. Anna Barrett* *Office of Labour Adjustment* *Ontario Ministry of Labour* *400 University Avenue* *Toronto, Ontario* *M7A 1T7* *(416) 326-1341*
Prince Edward Island	*Mr. Frank MacCauley* *Department of Labour* *Assistant Deputy Minister* *P.O. Box 2000* *Charlottetown, Prince Edward Island* *C1A 7N8* *(902) 368-5736* *FAX: 368-4383*

Quebec	*Will not be participating in this project (Quebec cabinet directive)*
Saskatchewan	*Mr. Lyle Krahn* *WHMIS Co-ordinator* *Occupational Health and Safety* *Human Resources and Employment* *1870 Albert Street* *Regina, Saskatchewan* *S4P 3V7* *(306) 787-8399*
Yukon	*Ms. Lynn Malinski* *Public Service Commission* *Yukon Government* *Box 2703* *Whitehorse, Yukon* *Y1A 2C6* *(403) 667-3019*
Federal	*Mr. Horace Brennan* *Program Consultant* *Legislative Development and Liaison Division* *Occupational Safety and Health Branch* *Labour Canada* *Ottawa, Ontario* *K1A 0J2* *(819) 953-0232*

Appendix II

The following represents a list of Provincial/Territorial Alcohol and Drug Dependency Commissions and the like which may be of assistance in providing information on the availability of EAP services in their respective provinces. As they are provincial bodies they can also address the issue of service delivery/availability in the more remote and questionably accessible areas.

Alberta

Alberta Alcohol and Drug Abuse Commission (AADAC)
10909 Jasper Avenue
Edmonton, Alberta
T5J 3M9

Contact Person/EAP: Colin Hatcher
Phone: (403) 427-4267
FAX: (403) 427-0456

British Columbia

Alcohol and Drug Programs
Ministry of Labour and Community Affairs
Suite 610
495 Dunsmuir Street
Nanimo, British Columbia
V9B 6B9

Contact Person/EAP: Joe Liens
Phone: (604) 755-2311
FAX: (604) 755-2482

Manitoba

Alcoholism Foundation of Manitoba
1031 Portage Avenue
Winnipeg, Manitoba
R3G 0R8

Contact Person/EAP: Roger Harris
Phone: (204) 944-6361
FAX: (204) 786-7768

New Brunswick	*Alcoholism and Drug Dependency* *Commission of New Brunswick* *P.O. Box 6000* *Fredericton, New Brunswick* *E3B 5H1* *Contact Person/EAP: Gordon Skeed* *Phone: (506) 453-2136* *FAX: (506) 457-3546*
Newfoundland	*Alcohol and Drug Dependency* *Commission (AADDC)* *Prince Charles Building* *120 Torbay Road* *St. John's, Newfoundland* *A1A 2G8* *Contact Person/EAP: Mona Budden* *Phone: (709) 737-3600*
Northwest Territories	*Director of Alcohol, Drugs and Community* *Mental Health* *P.O. Box 1320* *Government of N.W.T.* *Yellowknife, N.W.T.* *X1A 2L9* *Contact Person: Andrew Langford* *(Director)* *Phone: (403) 920-6255, 920-7429* *FAX: (403) 873-0131*
Nova Scotia	*Nova Scotia Drug Dependency Commission* *P.O. Box 4000* *Halifax, Nova Scotia* *B3J 2R3* *Contact Person/EAP: Ed FitzPatrick* *Phone: (902) 424-4270* *FAX: (902) 424-0550*

Ontario	*Addiction Research Foundation* *33 Russell Street* *Toronto, Ontario* *M5S 2S1* *Contact Person/EAP: Bruce Cunningham* *Phone: (416) 595-6046* *FAX: (416) 595-5018*
Prince Edward Island	*Alcohol and Drug Problem Institute* *Addiction Services of P.E.I.* *P.O. Box 1832* *Charlottetown, P.E.I.* *C1A 7K2* *Contact Person/EAP: Dan Malone* *Phone: (902) 368-4280*
Quebec	*Service de Toxicomanie* ** *Ministre de la Santé et des Services Sociaux* *1075 Chemin Ste Foys* *5th Floor* *Québec City, Québec* *J1S 2M1* *Phone: (418) 643-9887*

** *This may not be the provincial office but they could undoubtedly provide you with contact persons in Montreal.*

Saskatchewan	*Saskatchewan Alcohol and Drug Abuse Commission* *1942 Hamilton Street* *Regina, Saskatchewan* *S4P 3V7* *Contact Person/EAP: Mark Strople* *Phone: (306) 787-4085* *FAX: (306) 787-4300*

Yukon	*Alcohol and Drug Services* *6118-6th Avenue* *Whitehorse, Yukon* *Contact Person/EAP: Lynn Malinsky* *Phone: (403) 667-3019* *FAX: (403) 667-6705*